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ABSTRACT

In fall 1982, Johnson County Community College (JCCC) conducted two surveys to determine the internal training needs of business and industry in Johnson County. One survey was mailed to the chief executives of some 2,000 businesses and industries, and another was distributed to about 2,000 employees of a large corporation in the county. Study findings, based on responses from 260 companies and 505 employees, revealed: (1) skill areas in which the greatest number of companies had unmet training needs were human relations (58.2%), management/supervision (52.8%), time management (53.2%), and communication (50.2%); (2) medium sized companies were more likely to have unmet training needs than small or very large companies; (3) short-term seminars and workshops were the types of training programs of greatest interest to all types and sizes of companies; (4) companies with more than 500 employees were much less interested in courses on the JCCC campus than smaller companies; (5) employers were most interested in general skills development training, while the employees of the large corporation were primarily interested in specific and practical skills training that was job-related and provided opportunities for promotion; (6) a 3-hour session one evening a week was the time preferred by a majority of employee respondents for training; (7) over 70% of the responding firms provided opportunities for promotion and tuition reimbursement as incentives for employees to participate in training programs. (HB)

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Johnson County Business and Industry Training Needs



February 1983
Office of Business and Industry Liaison
Office of Institutional Research
Johnson County Community College

BUSINESS AND INDUSTRY TRAINING NEEDS

Two surveys were conducted in the fall of 1982 to determine the internal training needs of business and industry in Johnson County. One survey was mailed to the chief executive of approximately 2,000 businesses and industries. A second was distributed to approximately 2,000 employees of a large corporation with four locations in the county.

The study was jointly conducted by the offices of Business and Industry Liaison, Community Education and Institutional Research.

The major results of the study follow.

General Conclusions

Some of the general conclusions drawn from the results of the two surveys are the following:

- * The training needs of greatest interest to the largest number of companies were those associated with human relations, communications, management and supervision, and related skills.
- * Medium size companies were more likely to have unmet training needs than were small or very large companies.
- * Short-term seminars and workshops were the types of training programs of interest to all types and sizes of companies; college credit was not a major issue in the delivery of such training.
- * Service-oriented companies--those providing financial, business, engineering, health and other services--indicated greater interest in training that might be provided by JCCC than other types of companies.
- * Larger companies were more interested in JCCC training programs at the business site, while smaller companies were more interested in training on the JCCC campus.
- * Employers were more interested in general skills development training, while the employees of a large Johnson County corporation were primarily interested in specific and practical skills training that was job-related and provided opportunities for promotion.

Overall, the results of the two surveys indicated strong interest among Johnson County employers and employees for both training and educational opportunities.

Unmet Training Needs

- * The skill areas in which the largest percentage of responding companies indicated that they had unmet training needs were in order:
 - human relations (58.6%)
 - management/supervision (52.8%)
 - time management (53.2%)
 - communication (50.2%)
 - stress management (47.3%)
- * Those skill areas in which the smallest percentage of companies indicated a need for training were in order:
 - foreign language (3.7%)
 - health, physical education and nutrition (9.3%)
 - general education (13.1%)
- * There were few differences in the types of training needs reported by all responding companies and by a subset of these companies indicating an interest in being contacted by a representative of JCCC regarding their training needs.
- * Overall, those companies interested in being contacted by a JCCC representative reported slightly greater training needs.

TABLE 1
TRAINING NEEDS OF RESPONDING COMPANIES

Skills/Training	All Responding Companies				Companies Requesting JCCC Contact			
	Have unmet needs	Need infor- mation	Have no needs	Currently provide training	Have unmet needs	Need infor- mation	Have no needs	Currently provide training
Basic reading, writing, math	23.3%	1.6%	75.1%	6.4%	18.3%	6.7%	66.7%	8.3%
Communication	50.2	8.8	27.9	13.1	50.8	22.0	20.3	6.8
Technical writing	28.3	5.3	56.7	9.7	29.8	14.0	50.9	5.3
Management/ supervision	53.8	5.9	15.8	24.5	57.4	16.4	9.8	16.4
Stress management	47.3	11.4	30.2	11.0	44.1	23.7	15.3	16.9
Sales	36.4	7.4	28.8	27.6	41.4	17.2	20.7	20.7
Human relations	58.6	7.6	14.5	19.3	67.2	17.2	3.4	12.1
Secretarial	28.7	5.2	52.2	13.9	30.0	6.7	46.7	16.7
Data processing	22.5	7.1	52.6	17.8	28.3	11.7	40.0	20.0
General education	13.1	1.6	79.6	5.7	17.2	1.7	75.9	5.2
Health, physical ed, nutrition	9.3	4.9	82.6	3.3	8.6	3.4	84.5	3.4
Time management	53.2	8.5	23.4	14.9	57.6	20.3	10.2	11.9
Foreign language	3.7	2.0	91.4	2.9	3.4	6.9	87.9	
	(N=260)				(N=62)			

Incentives for Participation in Training Programs

- * A large majority of companies listed opportunities for promotion and tuition reimbursement as incentives to employees for participating in training programs.
- * Companies interested in being contacted by a JCCC representative were more likely to provide incentives for participation; over half of these would provide time off from work as an employee incentive.

TABLE 2

INCENTIVES FOR TRAINING PROGRAM PARTICIPATION

Incentive	All Responding Companies		Companies Requesting JCCC Contact	
	Yes	No	Yes	No
Tuition reimbursement	71.9%	28.1%	78.3%	21.7%
Time off from work	40.6	59.4	51.8	48.2
Raises for completion	18.4	81.6	22.2	77.8
Opportunities for promotion	77.3	22.7	83.1	16.9
Other	6.2	93.8	4.8	95.2

Preferred Delivery Arrangements for Training

- * Companies indicating interest in being contacted by JCCC concerning training needs were more seriously interested in a variety of delivery arrangements than the total number of responding companies.
- * Short-term seminars and workshops were of greatest interest to all companies, even of more interest than programs tailor-made to meet individual companies' needs.
- * Companies did not indicate a clear preference for credit or non-credit arrangements.
- * The JCCC campus was the preferred site for all companies, though those indicating interest in being contacted by JCCC were much more interested in training at the job site than other companies.
- * Very little interest was expressed in neutral sites.
- * Evening was the preferred time for training for all companies.
- * Companies requesting contact with JCCC were much more interested in programs during work hours and on weekends.
- * Comparatively little interest was expressed in programming during breaks and after shifts.

TABLE 3
INTEREST IN JCCC DELIVERY ARRANGEMENTS

Arrangements	All Responding Companies				Companies Requesting JCCC Contact			
	Very Inter- ested	Somewhat Inter- ested	Not Inter- ested	Need Further Information	Very Inter- ested	Somewhat Inter- ested	Not Inter- ested	Need Further Information
<u>Type:</u>								
Short term Seminars/workshops	25.6%	46.5%	19.3%	8.7%	48.3%	43.3%	1.7%	6.7%
Tailored for Individual needs	16.7	49.8	27.3	6.1	37.7	45.9	8.2	8.2
Non-credit	9.5	46.3	36.0	8.3	19.6	42.9	28.6	8.9
Credit	14.2	39.2	37.5	9.2	29.3	37.9	22.4	10.3
<u>Location:</u>								
On JCCC Campus	20.4%	44.8%	26.8%	8.0%	33.3%	41.7%	18.7%	6.7%
At job site	14.0	27.3	52.5	6.2	32.8	31.0	31.0	5.2
At another JCCC facility in county	3.8	16.0	71.4	8.8	5.5	21.8	69.1	3.6
At another public convenient location	9.2	32.6	52.3	5.9	16.4	25.5	52.7	5.5
<u>Time:</u>								
In evening	27.1%	46.2%	21.9%	4.8%	41.7%	48.3%	8.3%	1.7%
During work hours	7.8	32.9	54.7	4.5	17.9	44.6	35.7	1.8
During lunch or breaks	1.7	15.3	79.2	3.8	3.7	27.8	64.8	3.7
After shifts	4.3	28.1	64.1	3.5	10.0	34.0	54.0	2.0
On weekends	7.7	32.3	55.3	4.7	17.9	35.7	42.9	3.6

Awareness of Government Incentives

- * In general, companies were not well aware of government incentives for training programs.
- * However, companies requesting contact with a JCCC representative were much less likely to be aware of government incentive programs than other companies.

This may suggest that part of their motivation for requesting such contact was further information regarding these incentives.

TABLE 4
AWARENESS OF GOVERNMENT INCENTIVES

Government Incentive Program	All Responding Companies Awareness		Companies Requesting JCCC Contact Awareness	
	Yes	No	Yes	No
Private Industry Council	35.9%	64.1%	11.3%	88.7%
Kansas Industrial Training	36.4	63.6	13.2	86.8
Targeted Jobs Tax Credit	53.4	46.6	33.9	66.1

Characteristics of Responding Companies

- * In order, the types of companies responding to the survey were as follows:
 - retail trade (35)
 - wholesale trade (34)
 - manufacturing (34)
 - financial services (29)
 - business services (18)
- * One-fifth of all companies classified themselves as "other."
- * Financial, business and health services were more likely to indicate an interest in being contacted by JCCC than would be expected by their representation in the number of responses.
- * Larger companies were slightly more likely to indicate an interest in being contacted by JCCC than companies with 50 or fewer employees.
- * Overall, about one-quarter of the companies that responded to the survey requested contact with a representative of JCCC.

TABLE 5
TYPE AND SIZE OF RESPONDING COMPANIES

Type/Size	All Responding Companies		Companies Requesting JCCC Contact		% of responding companies requesting JCCC contact
	Number	Percent of total	Number	Percent of total	
Classification:					
Wholesale trade	34	13.1%	6	9.7%	17.6%
Financial services	29	11.2	10	16.1	34.5
Insurance	12	4.6	3	4.8	25.0
Business services	18	6.9	6	9.7	33.3
Real estate	16	6.2	3	4.8	18.6
Construction	8	3.1	3	4.8	37.5
Retail trade	35	13.5	4	6.5	11.4
Health services	7	2.7	3	4.8	42.9
Hospitality services	10	3.8	2	3.2	20.0
Social services	3	1.2	1	1.6	33.3
Manufacturing	34	13.1	7	11.3	20.6
Other	<u>54</u>	<u>20.8</u>	<u>14</u>	<u>22.6</u>	<u>25.9</u>
TOTAL	260	100.0%	62	100.0%	23.8%
Number of employees:					
11-25	97	37.3%	22	35.5%	22.7%
26-50	61	23.5	12	19.4	19.7
51-100	39	15.0	12	19.4	30.8
101-500	39	15.0	10	16.1	25.6
500+	<u>24</u>	<u>9.2</u>	<u>6</u>	<u>9.7</u>	<u>25.0</u>
TOTAL	260	100.0	62	100.0	23.8

Unmet Training Needs by Type of Company

- * Insurance and real estate companies were more likely than other companies to be interested in basic reading, writing and math skills.
- * Health and hospitality services were very interested in communication skills, as were a number of other types of companies.
- * Insurance and health services were the only types of companies indicating interest in technical writing skills.
- * Only hospitality services were not interested in management and supervision skills.
- * Real estate companies showed very strong interest in sales skills, while financial services and wholesale trade showed some interest in such skills.
- * All types of companies were interested in human relations, time and stress management skills.
- * Only wholesale trade firms indicated any interest in secretarial skills training.
- * The only companies indicating any interest at all in health, physical education, nutrition were health services and to a lesser extent hospitality services.

TABLE 6
UNMET TRAINING NEEDS BY TYPE OF COMPANY

Unmet Training Needs	Type of Company Indicating Need								
	Wholesale Trade	Financial Services	Insurance	Business Services	Real Estate	Retail Trade	Health Services	Hospitality Services	Manufacturing
Basic reading, writing, math	17.6%	14.8%	33.3%	14.3%	25.0%	23.5%	14.3%	40.0%	9.1%
Communication	55.9	64.3	33.3	37.5	56.3	52.9	71.4	70.0	39.4
Technical writing	32.4	32.0	50.0	20.0	6.7	14.7	57.1	40.0	21.9
Management/supervision	60.6	67.9	50.0	52.9	53.3	42.9	42.9	20.0	60.6
Stress management	50.0	55.6	58.3	50.0	53.3	45.7	42.9	66.7	34.4
Sales	41.2	44.4	27.3	14.3	68.8	37.1	14.3	30.0	39.4
Human relations	57.6	79.3	50.0	50.0	80.0	45.7	71.4	50.0	57.6
Secretarial	51.5	40.7	33.3	37.5	25.0	29.4	28.6	10.0	27.3
Data processing	37.5	35.7	41.7	25.0	25.0	17.1	0.0	0.0	17.6
General education	12.1	12.0	18.2	13.3	6.7	11.8	14.3	60.0	15.2
Health, physical education, nutrition	12.1	8.0	9.1	0.0	6.7	8.6	28.6	20.0	9.1
Time management	58.8	64.0	66.7	50.0	53.3	48.6	85.7	50.0	42.4
Foreign language	3.0	0.0	0.0	0.0	6.7	2.9	14.3	10.0	9.1
	(n=34)	(n=27)	(n=12)	(n=14)	(n=16)	(n=34)	(n= 7)	(n=10)	(n=33)

Unmet Training Needs by Size of Company

- * Medium size companies of 51-100 employees indicated greatest overall unmet training needs, including training in human relations skills, time and stress management, communications skills, and management and supervision skills.
- * Large size companies of 101-500 employees indicated similar levels of unmet needs in the same skill areas.
- * Very large companies of 500 or more employees indicated the fewest unmet training needs overall.

TABLE 7
UNMET TRAINING NEEDS BY SIZE OF COMPANY

Unmet Training Needs	Number of Employees				
	11-25 (n=93)	26-50 (n=58)	51-100 (n=37)	101-500 (n=39)	500+ (n=22)
Basic reading, writing, math	20.4%	10.3%	13.5%	17.9%	22.7%
Communication	48.9	47.5	64.1	41.0	54.5
Technical writing	27.5	33.9	24.3	27.0	26.1
Management/supervision	48.4	55.9	68.4	61.5	33.3
Stress management	41.6	43.9	60.5	59.0	36.4
Sales	43.6	27.6	43.2	35.9	18.2
Human relations	56.0	55.2	76.3	66.7	34.8
Secretarial	36.6	25.4	35.1	10.3	26.1
Data processing	29.3	18.3	23.7	20.5	8.3
General education	9.0	13.8	15.8	15.8	18.2
Health, physical education, nutrition	8.9	3.4	15.8	13.2	9.1
Time management	51.1	50.0	70.3	61.5	27.3
Foreign language	5.6	0.0	2.6	8.1	0.0
COLUMN AVERAGE	32.8%	29.6%	39.5%	33.7%	24.2%

Preferred Delivery Arrangements by Size of Company

- * Short-term seminars, workshops and individually tailored programs were the preferred training delivery arrangements of all companies, particularly of those with 51-100 employees.
- * Very large companies with 500 or more employees were much less interested in courses on the JCCC campus than were smaller companies.
- * Medium to large companies were more interested in training at the job site.
- * Medium size companies of 51-100 employees, and to a lesser extent very large companies, indicated considerable interest in training/programs during work hours immediately after shifts.

TABLE 8
INTEREST* IN SPECIFIED JCCC DELIVERY ARRANGEMENTS
BY SIZE OF COMPANY

Arrangements	Number of Employees				
	11-25 (n=95)	26-50 (n=59)	51-100 (n=38)	101-500 (n=39)	500+ (n=23)
Type:					
Short-term seminars/ workshops	68.4%	71.2%	84.2%	71.7%	69.5%
Tailored for individual needs	61.6	66.7	82.9	64.1	65.2
Non-credit	57.3	58.6	64.7	42.1	52.1
Credit	55.0	57.9	51.7	45.9	50.0
Location:					
JCCC campus	68.5	68.9	67.5	61.5	45.9
At job site	33.7	45.5	54.0	34.2	52.2
At another JCCC facility in county	23.3	28.1	20.0	5.8	4.8
At another public, convenient location	43.2	52.6	51.0	22.3	27.3
Time:					
In evening	72.3	76.6	78.9	62.2	77.3
During work hours	39.6	35.6	58.3	34.2	45.4
During lunch or breaks	19.8	12.5	24.3	16.2	5.0
After shifts	25.0	26.7	57.2	27.8	45.0
On weekends	43.7	37.5	51.3	20.0	45.0

* Combined "very interested" and "somewhat interested" responses.

Number and Response Rates of Companies

- * The types of companies most likely to have responded to the survey were, in order:

- financial services (34.9%)
- engineering services (21.2%)
- real estate (17.8%)
- business services (17.6%)
- transportation and distribution (17.2%)
- social services (15.8%)

- * The types of companies least likely to have responded were, in order:

- entertainment (5.3%)
- construction (5.8%)
- hospitality services (7.8%)
- wholesale trade (9.2%)

- * The larger the company, the more likely they were to have responded; in fact, literally all of the very large companies responded to the survey.

TABLE 9
RESPONSE RATES BY TYPE AND SIZE OF COMPANY

Type/Size	Surveys Sent	Surveys Returned	Response Rate
Classification:			
Wholesale trade	377	35*	9.2%
Financial services	83	29	34.9
Insurance	119	12	10.1
Business services	165	29*	17.6*
Real estate	90	16	17.8
Construction	139	8	5.8
Retail trade	295	35	11.9
Health services	61	7	11.5
Hospitality services	204	16*	7.8
Social services	19	3	15.8
Manufacturing	267	37*	13.9
Other:			
Transportation & distribution	64	11	17.2%
Engineering services	33	7	21.2
Communications	29	3	10.3
Utilities/services	21	3	14.3
Entertainment	38	2	5.3
Miscellaneous services	86	7	8.1
Number of Employees:			
11-25	1,116	97	8.7%
26-50	523	61	11.7
51-100	251	39	15.5
101-500	181	39	21.5
500+	19	24#	100+
TOTAL	2,090	260	12.4%

* Includes responses previously grouped as "other."

Surveys returned exceed surveys sent due to underestimation of number of employees in some companies.

Employee Enrollment Intentions

- * Employees of a large Johnson County corporation indicated interest in enrolling in a variety of JCCC credit courses. These enrollment intentions indicated two general concerns:

- acquisition of technical skills in computer programming, accounting and specific business skills
 - development of management skills

- * Overall, employees indicated greatest interest in courses teaching skills that had specific job-related or practical applications.
- * The courses of greatest interest to employees were those that provided opportunities for promotion and job advancement.

TABLE 10

EMPLOYEE INTENTIONS TO ENROLL IN
SELECTED JCCC CREDIT COURSES

Course	Intentions to Enroll in Course	
	Number	% of Respondents
Programming Fundamentals	131	26.9%
Management Attitudes and Motivation	127	26.1
Principles of Management	110	22.6
Other programming/data processing	107	22.0
Business Communications	105	21.6
Accounting I	102	20.9%
Personnel Management	84	17.2
Business Law I	84	17.2
Interpersonal Communications	70	14.4
Personal Finance	65	13.3
Public Speaking	53	10.9%
Introduction to Algebra	47	9.7
Accounting II	44	9.0
Speed Writing	44	9.0
Technical Writing	44	9.0
Introduction to Advertising	39	8.0%
Algebra	39	8.0
Composition I	38	7.8
Cost Accounting	34	7.0
Career Life Planning	32	6.6
Applied Psychology	30	6.2%
Intermediate Accounting	30	6.2
Other assorted courses	424	--
TOTAL	1,883	386.7%*
Employees Responding	505	

* Indicates multiple responses by each employee; an average of 3.87 per employee.

Employee Purposes and Preferences

- * The principal purposes that employees indicated for intending to enroll in JCCC courses were job-related.
- * Upgrading job skills and increasing the opportunity for promotion far outweighed strictly academic goals as purposes for intending to enroll in college courses.
- * A three-hour session one evening a week was the time preferred by a majority of employees.
- * Employees preferred classes beginning immediately after work (5:00 p.m.) to those beginning later in the evening.

TABLE 11
PURPOSES FOR EMPLOYEES' INTENTIONS TO ENROLL
IN JCCC CREDIT COURSES

Purpose	Employees	
	Number	% of Respondents
To earn credit toward an A.A. degree	115	27.2%
To earn credit toward a B.A. degree	106	25.1
To upgrade job skills	290	68.6
To increase the opportunity of promotion	201	47.5
TOTAL	712	168.3%*
Employees responding	423	

* Indicates multiple purposes for each employee.

TABLE 12
PREFERRED TIMES FOR JCCC CREDIT COURSES

Time	Preference	
	Number	% of Respondents
7 - 8:00 a.m., MWF	85	19.8%
6 - 9:00 p.m., one night per week	216	50.3
5 - 6:30 p.m., two nights per week	133	31.0
5:30 - 7:00 p.m., two nights per week	80	18.6
6 - 7:30 p.m., two nights per week	71	16.6
TOTAL	585	136.4%*
Employees responding	429	

* Indicates multiple preferences for each employee.

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